[Statement of Work: The details of the specific Services, project or tasks should be negotiated by the Purchasing Agency and the Contractor and memorialized in this Statement of Work (SOW).]

Statement of Work

August 28, 2008
SACWIS Planning Consulting Services

Montana Department of Public Health and Human Services

Contractor - TBD

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Statement of Work

Project Title
SACWIS Planning Consultant Services

This work is being performed under [Contract] for SACWIS Planning Consultant Services for the successful competitive procurement of a software development vendor for a new Statewide-Automated Child Welfare Information System (SACWIS). These services will include project management of procurement services up to the evaluation and scoring process for the Montana's new SACWIS system development RFP, feasibility/alternatives analysis to evaluate several options and feasibility for the new SACWIS, requirements planning and management services, SACWIS RFP development, and facilitation of the procurement of the SACWIS development vendor.

This Statement of Work (SOW) is made and entered by and between the Montana Department of Public Health and Human Services and the [Contractor]. This SOW incorporates by reference the terms and conditions of Contract Number [XXX-XXX-XXX] in effect between the State and [Contractor]. In case of any conflict between this SOW and the Contract, the Contract shall prevail. The Agency and Contractor agree as follows:

Project Manager – Contractor
The Contractor's Project Manager is:

Name:
Address:
City:
State & Zip:
Phone:
Cell:
Fax:
Email:

Project Manager – Agency
The Agency's Project Manager is:

Name: TBD
Address: 2827 Airport Rd.
City: Helena
State & Zip: MT 59602
Phone:
Cell:
Fax: (406) 444-3980
Email:

Project/Task Objectives and Requirements

The Department will be developing a new SACWIS to replace their current the Child and Adult Protective Services (CAPS) system. This new system will be the Montana Automated Child

Welfare Information Systems (MACWIS). MACWIS will provide all the functionality required of a federally compliant SACWIS, Montana specific functionality, and provide quality information to the Department for the effective delivery of timely and accurate services required to support Montana's child welfare program.

The objectives of this Project are to receive qualified SACWIS Planning Consulting Services that ultimately deliver:
- A Feasibility/Alternatives Analysis document that evaluates several options and the feasibility for MACWIS
- A System Requirements Specification (SRS) for MACWIS
- Successfully procures a MACWIS software development contractor

Scope of Work, Deliverables and Acceptance Criteria

Scope

The Contractor shall provide services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:
- Provide project management of procurement activities up to the evaluation and scoring process for the MACWIS System Development RFP
- Provide a Feasibility/Alternatives Analysis Document which evaluate several options and feasibility for a new SACWIS
- Provide Requirements Planning and Management Services
  - Develop a Requirements Definition and Validation Plan
  - Facilitate Requirements Elicitation Sessions
  - Develop a System Requirements Specification (SRS)
- Facilitate MACWIS RFP Development
  - Develop a MACWIS RFP Review Process
  - Develop a RFP for the procurement of a MACWIS development vendor
  - Develop MACWIS Proposal Evaluation Criteria and Proposal Evaluation Plan
  - Facilitate of MACWIS RFP Award and Contract Signing

Deliverables and Acceptance Criteria

Below is a description of what the Contractor shall produce and the Department's criteria to determine acceptance of the services and/or deliverables provided under this SOW:

Activity	Deliverable	Acceptance Criteria
Project Management	General deliverables	The Offeror's Project Management activities must meet the following objectives for Department acceptance: • The Offeror will use the Project Management model prescribed in the Project Management Body of Knowledge (PMBOK). • The Offeror will provide paper and electronic copies of all deliverable documents to the Department as defined in the project schedule. The Department must approve any exceptions to the delivery date of deliverables. • The Offeror must develop all electronic document deliverables using Department approved software (i.e., MS

Activity	Deliverable	Acceptance Criteria
		Word 2003, MS Excel 2003, MS Visio 2003, MS Project 2003, and Adobe The Department must approve any exceptions to this list. • The Offeror will adhere to the Department's Policies and Procedures related to Document Management (**Attachment E**), Document Formatting Standards (**Attachment F**), and use the Department's Document Template (**Attachment G**). The Department must approve any exceptions related to these policies and procedures. • The Offeror will submit to the Department a deliverable acceptance request for each deliverable (**Attachment H**).

Project Management	Project Kick-off Meeting	The Offeror must meet the following objectives for Department acceptance:
		• Conduct project initiation kick-off meeting, within **2 weeks** of contract effective date, with key stakeholders and Department project management team
		• The kick-off meeting shall include at a minimum the following sessions:
		• Project Charter - This session shall include:
		   • Identification of the project statement (its scope, definition and objectives)
		   • Identification of the stakeholders (the client, management committees, etc)
		   • Identification of the project manager
		   • Clarification of who does what on the team
		   • The general schedule, budget, and activities shall also be discussed.
		• Master Planning – This session shall include the tasks that are necessary for the completion of the project, from the beginning until its closure.
		• Risk Analysis – This session shall include:
		   • A thorough assessment of the risks that the project team members might face in order to accomplish the project goals
		   • Identification of those factors that could jeopardize the success of the project
		   • Development of mitigation strategies to address the risks to the project, as well as a corrective or preventive action plan if needed
		• Team building - This session shall include a team-building activity or exercise aimed at teaching some rules for efficient teamwork.
		• Meeting materials shall be sent to each participant at a minimum one week prior to the Project Kick-off meeting
		• Meeting materials shall include:
		   • Meeting time, date, location, and call-in number
		   • Meeting agenda
		   • Project participants contact information'
		   • Draft Project Management Plan and associated documents

Project Management	Project Management Plan for the Planning Phase of the MACWIS Project	The Project Management Plan must include the following for Department acceptance: • Points of Contact (POCs) are clearly identified • Scope Statement • Work Breakdown Structure

Activity	Deliverable	Acceptance Criteria

		• Critical Success Factors
		• Communication Plan
		  • Roles and responsibilities are clearly defined
		  • Timeliness for reporting to each role and phase of the project is documented
		  • The type of reporting (i.e., verbal, email, report) to each role and phase of the project is clearly documented
		  • Detailed plan for
		    • Keeping all project stakeholders informed about project progress
		    • Identifying the goals/objectives of project communication
		    • Identifying the target audience
		    • Identifying the requirements of routine written status reports and status meetings
		    • Method/process for updating the communication plan is established and functional.
		• Risk Management Plan
		  • Risk management methodology to be used is documented
		  • The risk assumptions are documented
		  • The roles and responsibilities are documented
		  • Risk ranking/scoring techniques are documented
		  • Risk thresholds are documented
		  • Communication process is documented
		  • A risk tracking process has been developed/identified
		• Project Schedule
		  • Identifies project tasks
		  • Identifies the activities necessary to meet deliverable dates including their
		    • Duration
		    • Estimated start and completion dates
		    • Actual start and completion dates
		    • Critical paths
		    • Resources
		    • Dependencies
		    • Completion percentages
		    • Phase-level milestones
		• Contractor Project-staffing Plan
		  • Staffing levels
		    • Location of staff for duration of project
		    • An overview of the various
		      • Positions
		      • Skill sets
		      • Experience requirements
		      • Percentage of time spent on-site versus off-site
		• Submit a draft of the complete Project Management Plan within **30** days of contract effective date.
		• Revise deliverables, if required, using Department review findings to meet content and format requirements, and comply with applicable specifications.
		• The Offeror must submit the revised Project Management Plan and associated documents, based on Department review comments, within **15** business days of receipt of Department

Activity	Deliverable	Acceptance Criteria
		comments. (Please note that the Department expects that the deliverables from this phase will be continually updated throughout the contract phases). • The Offeror must complete the Project Management Plan and associated documents (e.g. final deliverables submitted for approval by the Department) within **45** days of the contract effective date.

Project Management	Bi-Weekly Status Reports	Bi-Weekly Status Reports must include the following for Department acceptance:
		• General Project Information
		  • Project Name
		  • Reporting Period (Start and End Date)
		  • Agency
		  • Contact
		    • Phone
		    • Email
		    • Fax
		  • Project Manager
		    • Phone
		    • Email
		    • Fax
		• Project Cost, Schedule, and Accomplishments
		  • Costs
		  • Initial Budgeted Project Costs
		  • Last Reported Project Costs
		  • Current Project Costs
		  • Schedule
		    • Baseline Project Start and Finish Dates
		    • Last Reported Start and Finish Dates
		    • Current Estimated Project Start and Finish Dates
		    • Explanation of Variance between last reported and current start and finish dates
		  • Accomplishments
		    • Accomplishments achieved this during this reporting period
		    • Accomplishments planned for next reporting period
		• Milestones
		  • Project milestones
		  • Planned Start Date
		  • Actual Start Date
		  • Planned Finish Date
		  • Actual Finish date
		  • Percentage Complete
		• Risks
		  • Risk Factor
		  • Mitigation Strategy
		  • Project Changes
		  • Change Description
		  • Actions for managing change
		• Project Issues
		  • Issue Description
		  • Actions for managing issue
		• The Offeror will begin submitting status reports the **second week** after the effective date of the contract, then **bi-weekly**

Activity	Deliverable	Acceptance Criteria
		thereafter.

Feasibility/Alternatives Analysis	Feasibility/Alternatives Analysis Document	The Alternatives Analysis/Feasibility Study must include the following for Department acceptance:
		• The Offeror will provide at a minimum an analysis of alternatives and feasibility study that considers the following:
		  • Re-engineering and enhancing the existing CAPS system
		  • Transferring and customizing an existing SACWIS from another State to Montana
		  • New ground-up system design and development
		  • Implementation of a Commercial Off-The-Shelf (COTS) application with modifications to fit Montana's child welfare policies and procedures
		• The Offeror will evaluate each option in terms of best value for the State:
		  • Functionality
		  • Usability
		  • Level of automation
		  • Ease of system integration and data sharing
		  • Technology standards
		  • Cost of implementation
		  • Cost of long-term maintenance and support
		• The Alternatives Analysis/Feasibility Study shall adhere to the guidelines set forth in the Administration for Children and Families Feasibility, Alternatives, And Cost/Benefit Analysis Guide available at http://www.acf.hhs.gov/programs/cb/systems/sacwis/federal.htm

Requirements Definition	Requirements Definition and Validation Plan	The Requirements Definition and Validation Plan must include the following for Department acceptance:
		• The Offeror will adhere to acceptance criteria 2 – 5 described above for general project management deliverables
		• A description of
		  • Tools to be used
		  • The use and scheduling of resources
		  • Approach to issue and comment tracking from requirements sessions
		  • Potential training considerations identified during requirements sessions

Requirements Definition	Facilitate Requirements Definition Sessions	The Offeror must meet the following for Department acceptance: • Review and evaluate the requirements development framework, documents, and the status, strategy and approach used to date by the SACWIS project team in the identification and capturing of requirements. • Propose a methodology and software tools to gather and compile existing requirements and document additional requirements • Propose an implementation methodology that clearly describes the capture of all functional and non-functional requirements.

Activity	Deliverable	Acceptance Criteria
		• Hold requirement training sessions with invited participants before the participants are involved with requirements definition so the participants will know what is expected and how requirements are formulated. • Develop and submit a requirements definition session schedule for review by the Department no later than **5** business days before beginning Requirements Definition Sessions. • Prepare and distribute requirements session agendas to invited participants no later than **2** business days prior to the scheduled session. • Prepare and distribute requirements session minutes/notes to session participants no later than **2** business days following the session. • The Offeror will propose a strategy for MACWIS Requirements Definition sessions. The Department must approve any exceptions related to the number of requirements definition sessions the Offeror facilitates.
Requirements Definition	Requirements Session Meeting Minutes	The Offeror must meet the following for Department acceptance: • Prepare and submit for review and approval the requirements session meeting notes, including decisions, justification for changes, outstanding issues requiring follow-up, and affects to future requirements sessions, to session participants. • Prepare and distribute requirements session minutes/notes to session participants no later than **2** business days following the session.
Requirements Definition	System Requirements Specification (SRS) and Requirements Traceability Matrix (RTM)	The Offeror must meet the following for Department acceptance: • Use project control tools to track requirements session results so that the Department can manage the requirements decisions by module or functional area to include requirements not yet completed as well as decisions from completed requirements sessions. • Provide an updated RTM to the Department monthly during the Requirements Definition Phase. • Develop detailed requirements specifications documentation for specific modules and/or functional areas for submission to the Department on an incremental basis as they are developed. • Submit final, complete requirements specification document to the Department within **15** business days of Department approval of last incremental requirements documentation deliverable.

MACWIS RFP Development	Develop RFP for MACWIS Development Contractor	The Offeror's MACWIS RFP Development activities must meet the following objectives for Department acceptance:
		• The Offeror will adhere to acceptance criteria 2 – 5 described above for project management deliverables
		• The Offeror's MACWIS development RFP must meet the following objectives for Department acceptance:
		  • At a minimum the RFP must include the following sections:
		    • Procurement Project Plan
		    • Project Overview and Instructions
		    • RFP Standard Information
		    • Scope of Information

Activity	Deliverable	Acceptance Criteria
		• Offeror Qualifications/Informational Requirements • Cost Proposal • Evaluation Process • Statement of Work • Procures IT vendors and solutions that meet State requirements • Considers all applicable State IT standards and policy (see http://itsd.mt.gov/policy/default.asp, http://itsd.mt.gov/techmt/compenviron.asp) • Considers all applicable Federal IT laws and requirements (see http://www.acf.hhs.gov/programs/cb/systems/sacwis/federal.htm)
MACWIS RFP Development	Develop Proposal Evaluation Criteria and Proposal Evaluation Plan	The Offeror's MACWIS RFP Development activities must meet the following objectives for Department acceptance: • The Offeror will adhere to acceptance criteria 2 – 5 described above for project management deliverables • The procurement process follows State procurement laws, rules and procedures (see http://gsd.mt.gov/procurement/rfpprocess.asp • The procurement process follows federal procurement laws, rules and procedures as applicable (see http://www.acf.hhs.gov/programs/cb/systems/sacwis/federal.htm)
MACWIS RFP Development	Facilitate of MACWIS RFP Review, Award, and Contract Signing	The Offeror's MACWIS RFP Development activities must meet the following objectives for Department acceptance: • The Offeror will adhere to acceptance criteria 2 – 5 described above for project management deliverables • Management of addendums and responses to vendor questions according to the required timeline • Participate in pre-Proposal conferences • Review proposals submitted by implementation vendors • Attend at vendor demonstrations • Provide technical advice concerning system architecture posed by vendors • Develop an analysis to quantify closeness of fit of each proposed system to federal and Montana SACWIS requirements

Timeline and Period of Performance

The period of performance for this project will start on December 30, 2008, or upon contract execution and the work tasks are estimated to continue through August 30, 2010. The State has the right to extend or terminate this SOW at its sole discretion.

Compensation and Payment

This is a fixed price contract for the amount an amount not to exceed [_____] dollars ($___) [specify maximum dollar amount] for the performance of all activities necessary for, or incidental to the performance of work as set forth in this SOW. The contractor will receive payments based on the completion of milestones with the associated deliverables, and payment schedule identified below:

Milestone/Deliverable	Hold Back	Payment % of Total
Project Management/Project Management Plan Sign-off	10% of approved invoice ($)	5% ($)
Project Kick-off Sign-off	10% of approved invoice ($)	5% ($)
Feasibility/Alternatives Analysis Sign-off	10% of approved invoice ($)	10% ($)
Requirements Definition and Validation Plan sign-off	10% of approved invoice ($)	5% ($)
Requirements Definition (e.g., Requirements Definition Sessions, Software Requirements Specification, RTM) Sign-off	10% of approved invoice ($)	20% ($)
MACWIS Development RFP Sign-off	10% of approved invoice ($)	15% ($)
Contract Award	10% of approved invoice ($)	20% ($)
Final Delivery of all Project Documentation Sign-off		20% ($) + Holdback

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Contractor Staff, Roles and Responsibilities

[Identify Contractor staff who will be involved, naming individuals key to the project, and describe in detail their roles and responsibilities.]

Agency Staff, Roles and Responsibilities

The MACWIS project will involve State management executives and stakeholders that are responsible for governance and management of the MACWIS project. Two key committees within the project organization will have decision-making and management authority over the project.

The **Project Executive Committee** includes State staff from the Governor's Office, the Department of Administration, and the Department. This committee is responsible for providing oversight to monitor the project budget and performance. This committee has decision-making authority that includes contracting, staffing, and funding.

The **Project Steering Committee** includes program management staff from the CFSD and project management staff from the TSD. This committee is responsible for managing the requirements, scope, cost, risk, and schedule of the project.

The following table defines the roles, names, and responsibilities of key State personnel responsible for decision making and executing activities related to the management of the MACWIS project.

Title/Role	Name	Agency/Division	Committee Participation
State CIO	Dick Clark	Department of Administration/Information Technology Services Division	Project Executive Committee
DPHHS Director/Sponsor	Joan Miles	DPHHS	Project Executive Committee
Administrator	Shirley Brown	DPHHS/CFSD	Project Executive Committee
DPHHS CIO	Mary Angela Collins	DPHHS/TSD	Project Executive Committee
Bureau Chief	Dave Thorsen	DPHHS/CFSD/Operations & Fiscal Services	Project Executive Committee/Project Steering Committee
Bureau Chief	Sherri Dugan	DPHHS/TSD/Project Management Bureau	Project Executive Committee/Project Steering Committee
Executive Project Manager	Ron Baldwin	DPHHS/TSD/Project Management Bureau	Project Executive Committee/Project Steering Committee
Project Manager	Staci Stolp	DPHHS/TSD/Project Management Bureau	Project Steering Committee
Program Manager	Jamey Ereth	DPHHS/CFSD/Operations & Fiscal Services	Project Steering Committee
Supervisor	Linda Currie	DPHHS/TSD/Project Management Bureau	Project Steering Committee
Business Analyst	TBD	DPHHS/TSD/Project Management Bureau	
Program and Policy Analyst	TBD	DPHHS/CFSD/Operations & Fiscal Services	
Program and Policy Analyst	TBD	DPHHS/CFSD/Operations & Fiscal Services	
Financial Manager	Sheri Vukasin	DPHHS/TSD/Business and Strategies Bureau	

The State shall provide CAPS Project staff for consultation, direction of CAPS Eligibility needs and requirements, and CAPS Eligibility related information resources. Additionally, the State shall make available such CAPS program management and staff as may be required to fully and completely define and prescribe the needs and requirements for this effort

Contractor Performance Assessments

Assessments**.** The State may do assessments of the Contractor's performance. Contractors will have an opportunity to respond to assessments, and independent verification of the assessment may be used in the case of disagreement.

Record. Completed assessments may be kept on record at ITSD and may serve as past performance data. Past performance data will be available to assist agencies in the selection of IT service providers for future projects. Past performance data may also be used in future procurement efforts.

Additional Terms and Conditions Specific to this SOW
[State additional terms and conditions specific to this SOW not found in Contract, if any.]

Execution/Signature Block
In Witness Whereof, the parties hereto, having read this SOW [Project Name] to Contract Number [XXX-XXX-XXX] in its entirety, do agree thereto in each and every particular.

Approved   Approved

[Agency]   [Contractor]

_____   _____
Signature   Signature

_____   _____
Print or Type Name   Print or Type Name

_____   _____
Title   Title
Date   Date

Contractor has been notified that pursuant to 2-17-514, MCA, the Department of Administration retains the right to cancel or modify any contract, project or activity that is not in compliance with the Agency's Plan for Information Technology, the State Strategic Plan for IT, or any statewide IT policy or standard.

Reviewed and Approved by:
Information Technology Services Division
Montana Department of Administration as per MCA
2-17-514

_____
Dick Clark, Chief Information Office

_____
Date